

INTELLIGENCE - A TIME OF CHANGE

Period of profound change in CIA/IC

- Affecting
  - ° What do
  - ° How do
  - ° Where
  - ° Why

Because

- End of a working generation of 30 years since first organized
  - ° After 30, 1st generation workers leaving
  - ° After 30, different world outside; America inside

Changes manifest in many ways - want to talk about 5 today.

1) Oversight - Revelations of abuses - alleged/real - Church, etc.

- 1st time accountable
  - ° Not just Pres & key members of Congress as past
  - ° Select Committees
  - ° IOB
  - ° Covert action approval mechanism
- Means:
  - ° Traumatic impact
  - ° End of era - relative freedom to make decisions on own
  - ° Closer management of activities and resources

- Greater judiciousness concern with tailoring activities to expressed foreign policy (greater cooperation with State)
- Has disadvantage - less flexible, more bureaucratic than past
- Has disadvantage - leaks - inhibiting
- But advantage - less change of intel making/disrupting foreign policy - more under control.

2) New model - 1st time

Priorities changed - world changed around us

- Soviet military - same emphasis
- Economic & political - from little 10 years ago to parity with military today
- Means:
  - Different techniques of collection and analysis
  - Different expertise to do same
  - Disadvantage - dilutes military effort somewhat; strains capacity
  - But advantage - more comprehensive intel picture. Greater breadth and depth yields better overall quality of intel.

3) Public exposure

- Wanted
- Unwanted
  - ° Leaks
  - ° Exposures
- Sense frustration
- Sense where next in what was totally private

4) Personnel - Departure of 1st Generation

- 30+ years - generation of founders retiring
- Perception of change distressing to many of them
  - ° Suspicious of media - yet openness policy
  - ° Confidence in own professionalism - yet oversight
  - ° Importance of focus on cold war military targets - yet shifting focus to econ and pol as well
  - ° Enormous respectability, even nobility of intelligence profession through history - yet widely questioned/maligned today
- Disturbing times - can understand low morale and resentment of change
- Yet -
  - ° Must change with times
  - ° Vital for strength of organization in future
  - ° Openness; refocus on new problems, need to reassess what doing to ensure IAW American values/ethics; need to open top if want to create
    - flow through
    - reality of reward/jobs for low and middle level performers.

5) Capabilities Growing Fast

- Technology burgeoning
  - ° Could overwhelm us if steps not taken
  - ° Could overshadow HUMINT if tech not kept in perspective
- Means:
  - ° Must develop better ways to manage
    - select/discard
    - not overlook/nor waste assets on what don't want - e.g., vacuum/pearl analogy
  - ° Must integrate tech with HUMINT
    - complementary
    - both vital

Portends -

- 1) Collecting/analyzing more -
  - 2) Direction of work - looking toward future -  
not mired in past
  - 3) Accountable to Congress & through them to people for 1st time
  - 4) Public more realistic understanding
- Means:
- ° Difficult years been through
    - forced introspection and questioning
    - establishing better idea of role in democracy
    - building sounder relationship with public and other institutions
    - forging a model which will be a prototype for other intelligence organizations around the world

- ° Confident of present performance
- ° Optimistic will be better able to serve  
nation in future.

OUTLINE OF DCI REMARKS  
TO HARVARD COLLEGE OF DC  
ON 18 FEB 1964  
~~THE WHITE HOUSE~~  
~~WASHINGTON~~

# 1. SUMMARY

COLLECT MORE  
ANALYZE WIDER  
LOOKING TO FUTURE  
ACCOUNTABLE TO  
CONG/PUBLIC  
PUB MORE REALISTIC-  
UNDERSTANDING

## 2. DIFF PERIOD

HUPE THRU

MODEL 4 INTELL AROUND

WORLD

CONFIDENT OF PERFOR  
MANCE

OPTIMISTIC

THE WHITE HOUSE  
WASHINGTON

# STATE OF INTELL CHANGE - WHY-WHAT

1. OVERSIGHT  
PRES-EO - IOB  
CONG  
TRAUMATIC  
ACCOUNTABILITY  
RISK - LEAK/FLEX  
BENEFIT - FOR POL -  
CONTROL  
NEW MODEL
2. PUBLIC EXPOSURE  
WANTED - FAITH  
UNWANTED  
WATERGATE REPORT -  
VENGEANCE  
FRUSTRATION  
TOTALLY PRIVATE B4 -  
LOST BEARINGS

THE WHITE HOUSE  
WASHINGTON

3. PERSONNEL  
GENERATIONAL  
SUSPICIOUS MEDIA  
OVERSITE  
COLD WAR TARGETS  
IMPACT ZING PROFESSN  
MORALE

4. PRIORITIES  
STRAIN CAPAC  
CHALLENGE

5. CAPABILITIES  
TECHNOLOGY  
QUANTITY  
UTILIZATION  
HUMINT